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Ontario
Ministry of
Labour

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A Guidebook for Employers on hiring the Physically Disabled

Government
Publications

“I am more than you see”

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TABLE OF CONTENTS

PREFACE

I INTRODUCTION

- (1) Who are the Physically Disabled:
A Definition
- (2) Recommendations of the Ontario
Human Rights Commission, 1977

II HOW TO HIRE THE PHYSICALLY DISABLED

- (1) Barriers
 - (a) Building Accessibility
 - (b) Transportation
 - (c) Attitudes
- (2) How to Develop an Action Plan
- (3) Where to Find Suitable Employees

III WORKING WITH THE DISABLED EMPLOYEE

- (1) Introducing the New Disabled Employee
- (2) Career Development and Training
- (3) Rehabilitation of the Employee Who
Becomes Disabled
- (4) How can I Possibly Fire a Disabled
Person?

IV RESOURCES

- (1) Organizations Representing the
Physically Disabled
- (2) Studies
- (3) Films
- (4) Suggested Readings

PREFACE

"I seek employment - not security. I do not wish to be a kept citizen, humbled and dulled by having the taxpayer look after me. I want to take the calculated risk, to dream, and to build, to fail and to succeed on my own."

Indeed the work ethic is alive and well within the disabled community. Please look at our abilities not our disabilities is their simple request.

The situation is serious. It is estimated that one person in every seven suffers from a disability. In Toronto alone, there are 200,000 disabled persons. Of the 2.75% of persons of labour force age who are disabled, only half are employed. Of an estimated 45,000 paraplegics in Canada, 90% are unemployed, yet 33% are employable. Of the employable blind, 80% are unemployed.

Yet, a recent Canadian Chamber of Commerce study indicated that the disabled are equal to, if not better, than regular employees in the areas of: job performance, safety record, attendance, and length of stay.

Perhaps you will consider developing a programme for equal employment opportunities for the physically disabled. The Ministry of Labour has led the way with a pilot project designed to create equal access to employment opportunities for the physically disabled within the Ministry. In our efforts to accomplish the mandate, we learned, from our experience and research, much that would be of use to employers considering a similar programme.

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In the following pages we would like to share with you what we have learned and hopefully stimulate you to action.

The following section may interest anyone in those persons over 18 years of age who experience difficulties in basic activities and whose impairments are substantially reduced by physical therapy. This group includes individuals who are physically disabled. The following is a brief description of several areas of physical impairment:

HANDICAPPED EMPLOYMENT
PROGRAM

Sight	(416) 965-2321
Hearing	
Visual impairment	
Neurological impairment	
Muscular + skeletal	
Osteo-skeletal system	
Respiratory	
Digestive system	

(a) Recommendations of the Ontario Human Rights Commission

"The basic rights of the physically disabled have not been adequately respected in Ontario. Over the years, many of the physically disabled have in one way or another been separated from the rest of society. However well-intentioned our practices may have been, the result has often been a denial of equal rights of citizenship, and the loss to society of the contributions these people could have made. The Commission therefore, recommends that physical disability be included in the proposed new code as a ground on which discrimination is prohibited."⁴

⁴Life Together: A Report on Human Rights in Ontario, Ontario Human Rights Commission, July, 1971.

I INTRODUCTION

(1) Who are the Physically Disabled: A Definition

The term "physically disabled" refers to those persons over school-leaving age whose prospects of both securing and retaining satisfactory employment are substantially reduced as a result of a physical disability. This group includes approximately one in every seven persons. The following list includes several areas of physical disabilities:

- Sight
- Hearing
- Verbal communication
- Neurological dysfunction
- Muscular - skeletal
- Cardio-vascular system
- Respiratory
- Disfigurement (appearance)

(2) Recommendations of the Ontario Human Rights Commission

79. "The human rights of the physically disabled have not been adequately respected in Ontario. Over the years, many of the physically disabled have in one way or another, been segregated from the rest of society. However well-intentioned this practice may have been, the result has often been a denial of the human rights of disabled people, and the loss to society of the contributions these people could have made. The Commission therefore, recommends that physical disability be included in the proposed new Code as a grounds on which discrimination is prohibited."¹

¹Life Together: A Report on Human Rights in Ontario, Ontario Human Rights Commission, July, 1977.

II HOW TO HIRE THE PHYSICALLY DISABLED

(1) Barriers to the Employment of the Physically Disabled

- (a) Accessibility
- (b) Transportation
- (c) Attitudinal bias

(a) Accessibility:

One of the three major barriers to the employment of the physically disabled, in particular to those in wheelchairs, are buildings which are not accessible. Here are some suggestions on creating a "barrier free" workplace:

- Have at least one entrance to your building accessible to wheelchairs with a gradually inclined ramp.
- Modify restrooms so they will be accessible to a wheelchair.
- Provide reserved parking spots near the workplace entrance for disabled employees who drive to work in specially equipped cars. These spaces should be wider than normal, so that a wheelchair can be unfolded outside the car without difficulty.
- Add cup dispensers to drinking fountains so employees in wheelchairs can use them.

Sources:

Building Requirements for Handicapped Persons, Part 5, Ontario Building Code. Available from the Building Code Branch, Technical Standards Division, Ministry of Consumer and Commercial Relations, 400 University Avenue, Toronto, Ontario. Telephone: 965-5881

A Check List for Building Use by the Handicapped by D.N. Henning, Technical Paper No. 289 of the Division of Building Research, National Research Council of Canada, Ottawa. Copies may be obtained by mailing 25¢ to the Publications Section, Division of Building Research, National Research Council of Canada, Ottawa, K1A OR6.

For Advice and Assistance, Contact:

Gerald Clarke, Executive Officer,
Advisory Council on the Physically Handicapped,
3rd Floor, 801 Bay Street,
Toronto M5S 1Z1 Telephone: 965-9537

(b) Transportation

Lack of adequate transportation to the workplace has traditionally been a barrier to employment of the physically disabled, especially to those in wheelchairs. A disabled person who cannot afford a specially equipped car with handcontrols or a very expensive van service (up to \$18.00 per day), cannot work. Now, however, progress is being made. In February 1977, a two-year pilot project, funded by the Province of Ontario and the Municipality of Metropolitan Toronto began. Operated for the Toronto Transit Commission by Wheelchair Mobile Services, it offers limited service to the disabled at a nominal cost. So far, the service is offered five days a week between 6:30 a.m. and 6:30 p.m. There are 2,500 disabled persons registered for the subscription service and a waiting list for daily pickup. As well, there is non-subscription service provided for persons who call for a trip for a future date and for persons who call for same-day service. The non-subscription service is available mainly during mid-day hours.

To register contact:

Marilena Castrilli,
Registration & Information Office,
Toronto Transit Commission,
1900 Yonge Street,
Toronto M4S 1Z1 Telephone: 481-5141

(c) Attitudinal Bias

Attitudinal bias has been identified as a third major barrier to the employment of the disabled. Attitudinal bias is generally quite unintentional. Employers are simply not

aware of the capabilities of the disabled. Also, there is some fear on the part of potential employers: How will I react to having a disabled person around? How will it affect the other employees? Will this employee be a disruptive influence? Will he/she miss much work?

In order to overcome this lack of awareness and fear, the Ministry's pilot project organized a series of educational seminars. Below are the guidelines which were followed:

- Each session included a maximum of 12 first line supervisors, representing various Branches in the Ministry.
- The time allotted was three hours, 9:00 a.m. to 12 noon.
- Disabled persons, who could speak from personal experience, served as the resource persons. Some represented agencies such as the C.N.I.B., the Ontario Crippled Children's Centre, The World of One in Seven; others were employees of the Ministry.
- The sessions dealt with two main issues: attitudes and employment. Here is an example of one morning's format:

The World of One in Seven - this film was introduced by Jean Moore, the founder of The World of One in Seven, a successful employment service located in Kingston. It was made by Jean and her colleagues to illustrate both the problems faced by the disabled and the successes achieved. It is a forthright and graphic presentation of how things are. Jean then led a discussion arising out of the film.

Role Play - the participants were invited to sit in on an interview in which Jean, in her wheelchair, was interviewed for a job by a personnel officer. Thus, the participants were able to experience firsthand, the myths and stereotypes encountered by the disabled when applying for work.

Coffee Break - the break was an important part of the programme as it enabled the participants and the resource people to talk informally.

Attitudes - a slide show was given by Audrey King, a consultant in the psychology department at the Ontario Crippled Children's Centre. Audrey gave a literary, historical and cultural explanation of how negative attitudes towards the disabled developed. Then, with the help of some humorous cartoons, she illustrated current attitudes. To dispel the myths, she showed the disabled in such situations as the Wheelchair Olympics. Audrey's was a provocative presentation which stimulated considerable discussion.

* * * * *

In the resources section of this handbook is a list of other films appropriate for educational purposes.

* * * * *

(2) How to Develop an Action Plan

As an organization interested in moving into equal employment opportunities for the physically disabled you will be developing an action plan. Although each organization's approach will be unique, the following model may be useful in planning yours. This model includes the prerequisites which are essential to every affirmative action plan.

Commitment

The top senior management must be visibly committed to the programme, making it administrative policy and issuing appropriate directives.

Communication

This policy should be effectively communicated throughout all levels of the organization.

Accountability

Final responsibility for the program must lie with an executive who has authority to recommend and implement policy changes. A co-ordinator with sufficient personnel and financial resources should be appointed to design and direct the programme.

The following is a step-by-step outline to assist you in developing your affirmative action plan:

Clearly state policy regarding the improvement of job opportunities for the disabled.

Communicate the commitment of top-level management to all organizational levels. Follow through on this commitment by:

- . appointing someone in top management, with authority to implement policy changes, to be ultimately responsible for the programme,

- appointing a programme co-ordinator with the knowledge, interest and commitment to do the job, preferably a disabled person,
- allocating sufficient resources to assure a viable programme,
- including disabled persons in programme planning.

Take steps to overcome attitudinal barriers and resistance to change:

- provide information which explains the purposes and goals of the programme to all employees,
- conduct special training for first-line supervisors to increase their understanding of the special needs and problems of the disabled,
- review positions with supervisors and vocational rehabilitation organizations to spot minor work-site modifications which can be made such as:

installation of special equipment,
(phone amplifiers, braille writers,
etc.)

Disabled people possess the same full range of talents and capabilities as their non-disabled counterparts. Usually, small adjustments in the work environment will enable a disabled employee to efficiently perform almost any job.

Conduct careful job analysis to assure good matches between actual job requirements and the skills and capabilities of the disabled applicants:

- make sure that qualification requirements are the minimum necessary for satisfactory job performance;
- delete unnecessary physical standards.

Design new jobs or modify established ones to provide meaningful career employment opportunities for the disabled:

- use training underfills to overcome lack of experience, (a person in one occupational stream temporarily fills a position in another occupational stream to acquire the experience necessary to change occupational streams)
- utilize bridge job techniques to enable job progression for the disabled, (A "bridging" position is one that enables a person to switch occupational streams, most commonly from the clerical to another occupational stream)
- encourage special training to ensure career achievement for the disabled,
- establish individual career paths for the disabled.

Develop active outreach recruiting programmes which focus on likely sources of qualified individuals. Maintain close contact with:

- vocational rehabilitation agencies,
- employment services,
- special schools.

Include disabled employees on the recruiting staff.

Publicize job opportunities to increase awareness of available jobs in the target population. Advertise successful placements to motivate disabled people to apply:

- use public service time on radio and television,
- issue press releases,
- make speeches available
- advertise in publications or organizations for the disabled.

To ensure that the disabled are not screened out, review employment application forms and eliminate items which:

- are not job-related,
- could have the effect of discouraging disabled persons from applying for positions.

Obtain detailed medical information late in the employment process rather than at the time of initial application if such information is essential in determining job placement.

Eliminate architectural barriers. No person should be excluded from employment because of such hindrances.

- install ramps,
- make sure elevators are usable by persons in wheelchairs,
- modify washrooms, phones, drinking fountains,
- widen doorways to accommodate wheelchairs,
- provide parking spaces adjacent to the work-site, which are wider than normal, so that a wheelchair can be unfolded outside the car without difficulty.

Evaluate results to determine the extent to which programme goals and objectives have been met. Plans should be flexible enough to allow for modification if necessary.

(3) Where to Find Suitable Employees

Wherever possible, have representatives of these organizations visit the work place. This tells them what kinds of jobs you have and helps them identify those jobs that could be filled by people with specific handicaps. They can then refer people who can fit into your work force productively.

The following provide placement services such as:

- pre-screened applicants,
- reliable information about the abilities and limitations of applicants,
- follow-up service to ensure ongoing suitability.

ALPHA

88 Uno Drive
Etobicoke M8Z 3P2 Telephone: 255-0088
Contact: Elizabeth Cooney
- Clients with various physical disabilities.

BOOST

100 Richmond St. E.,
4th Floor,
Toronto M5C 1P1 Telephone: 364-4639
Contact: Nicholas Bay
- A blind self-help group - The BOOST hotline will advertise an available job.

Canada Manpower

65 Queen Street W., 15th Floor,
Toronto M5H 3P3 Telephone: 363-5931
Contact: Mrs. Roose

Canadian Hearing Society

60 Bedford Road
Toronto M5R 2R2 Telephone: 964-9595
Contact: Howard Matson

Canadian National Institute for the Blind (C.N.I.B.)

1929 Bayview Ave.,
Toronto, M4G 3E6 Telephone: 486-2500
Contact: B. Powell
- trains blind dicta-typists.

Canadian Paraplegic Association

520 Sutherland Drive,
Toronto, M4G 1L1 Telephone: 422-5640
Contact: Ross Beggs
- The majority of the clients are males in the 16 to 30 age group who are in a wheelchair because of a spinal cord injury.

COSTI

76 Orfus Road,
Toronto M6A 1L9 Telephone: 789-7925
Contact: Pasquale Gilsomino
- most clients are recent immigrants.

Epilepsy Association Metro Toronto

1260 Bay Street,
Toronto, M5R 2B7 Telephone: 964-6077
Contact: Bob Reilly

George Brown College

Placement Service,
P.O. Box 1015, Station B.
Toronto M5T 2T9 Telephone: 967-1212
Contact: Wayne Gartley

Jewish Vocational Services (J.V.S.)

74 Tycos Drive,
Toronto, M6B 1V9 Telephone: 787-1151
Contact: Pearl Chud

Society for Goodwill Services

234 Adelaide St. E.,
Toronto, M5A 1M9 Telephone: 362-4711
Contact: Peter Whiteley

Vocational Rehabilitation Services

Ministry of Community & Social Services,
110 Eglinton Ave. W.,
Toronto M4R 2C9 Telephone: 965-8449
Contact: Pat Boudreau

Workmen's Compensation Board (W.C.B.)

2 Bloor Street E.,
Toronto M4W 3E2 Telephone: 965-8500
Contact: Chuck Brownell

A Service You Should Know About:

Vocational Rehabilitation offers:

- . trial work periods at no cost to employers,
- . shared wages during an initial on-the-job training period when needed,
- . financial assistance for structural modification or special equipment required by physically handicapped employees.

Ministry of Community and Social Services

Toronto District Office,
5th Floor, 110 Eglinton Avenue West,
Toronto, Telephone: 965-8449

III WORKING WITH THE DISABLED EMPLOYEE

(1) Introducing a New, Disabled Employee:

Co-operation from your supervisors and other employees is essential. Good supervision of disabled employees is especially vital. Don't apologize to your supervisors for assigning disabled employees to them. Instead, point out that when they are placed in suitable jobs, they are as good as non-disabled employees - and in some ways can be superior. (They often excel in punctuality, attendance, safety and dependability.)

It is important, after getting the employee's consent, to ensure that the supervisor understands the nature of the disability and any implications it may have for the working routine, and to see that fellow employees are sufficiently informed. This is particularly so if they are being asked to agree to modified working arrangements, or if there is any possibility that the disabled employee may need help.

Here are some key guidelines your supervisors should follow in supervising disabled employees:

- . Give them close attention at first, to see how they are adjusting to the job. Job modifications may be necessary for them to succeed.
- . Urge other employees to include the disabled employee in coffee breaks and other social activities.
- . Don't patronize disabled employees. Let them know you expect a full day's work - just as you do from any other employee. As much as possible, treat disabled employees no differently from other employees.

(2) Career Development and Training:

Keep in mind that hiring disabled people is not enough. They should be given every chance as are other employees, to advance to better jobs for which they are qualified or for which they can become qualified through training or reasonable accommodations to their disability.

Use the same criteria for promoting disabled employees as you do for hiring them. That is, evaluate them in terms of actual job requirements -- consider possible accommodation that will enable them to do the job -- and match their combination of strengths and weaknesses to the job. Do not allow preconceived ideas about the nature of the disability or the limitations imposed by it to stand in the way.

In order to avoid possible career ghettoization of the disabled, it is suggested that you assess the current status of all the disabled you employ. You should obtain from the supervisors the following information: area of employment, length of time with the company, category of disability, how they obtained employment, job classification and salary level, promotional opportunities, skills, and abilities necessary for job performance, problems with accomplishing the job, problems with either the physical or social environment of the job.

To gauge the progress being made by your disabled employees, you should also keep a record of the following information:

- . Each vacancy for which a disabled applicant was considered,
- . Each promotion for which a disabled applicant was considered,
- . Each training program for which a disabled employee was considered,

- Reasons for rejecting a disabled person for employment, promotion or training - including a comparison of the disabled person's qualifications with those of whoever was selected,
- All steps taken to accommodate disabled applicants or employees.

(3) Rehabilitation of an Employee Who Becomes Disabled

If one of your employees becomes physically disabled, it will be of the greatest personal importance to him or her to be helped back to full employment with you, if at all possible. From your point of view, such efforts will be well worthwhile, particularly if they avoid the need to recruit a replacement.

You may find assistance and advice from one of the rehabilitation agencies listed on Page 12.

(4) How Can I Possibly Fire a Disabled Person?

The possibility of such an eventuality seems to haunt the potential employer. It is difficult to fire anyone, but even more difficult if the person is disabled. We offer a few suggestions:

- If the disabled person is not pulling his/her weight, do not hesitate to discuss the problem with him/her just as you would with any other employee,
- If a rehabilitation counsellor was involved with the hiring, call upon this person now - his/her expertise can be very helpful.
- If termination is unavoidable, it is important to give as much warning as possible, as the disabled person may face greater difficulty than other people in finding new employment.

IV RESOURCES

The information in this section on organizations for the disabled, studies, films, and reading material is offered as both a guide and an educational tool for potential employers of the disabled. A familiarity with this information will aid in the orientation and sensitization process necessary for a better understanding of the disabled.

(1) Organizations Representing the Physically Disabled

Canadian Rehabilitation Council for the Disabled (CRCD)

Suite 2110
1 Yonge Street
Toronto, M5E 1E8 Telephone: 862-0340

A federation of agencies concerned with services to physically disabled Canadians through fund raising, education and co-ordination.

Ontario Advisory Council on the Physically Handicapped

Provincial Secretariat for Social Development
3rd Floor, 801 Bay Street
Toronto, M5S 1Z1 Telephone: 965-9537
Contact: Ex. Officer, G. Clarke

The mandate of the Council is to advise the Ontario Government through the Provincial Secretary for Social Development, on matters pertaining to the well-being of physically handicapped persons. The Executive Officer, Gerry Clarke is willing to share his considerable expertise.

Ontario Federation for the Physically Handicapped

c/o 90 Thorncliffe Park Drive,
Toronto, M4H 1M5 Telephone: 425-0501

Serves as a united voice for organizations concerned with issues relevant to the physically handicapped.

(2) Studies

Research has proven that employing the disabled is good business.

1. The Canadian Chamber of Commerce Report on the Employability of the Handicapped, September 1975, indicated that the physically disabled were rated as good as, or better than, regular employees in the following areas:
 - . level of production
 - . attendance
 - . turnover rate
 - . quality of work
2. E.I. Dupont Demours and Company, America's 16th largest employer, in an eight month study involving 1,452 employees with physical handicaps, reported the following:
 - . Insurance: no increase.
 - . Adjustments to the Workplace: minimal. Included such simple changes as a lowered work surface, a special desk, an entrance ramp, etc. Most employees required no special work arrangements whatsoever.
 - . Safety: 96% of disabled employees had averaged a better safety record on and off the job.
 - . Special Privileges: The disabled employee did not want to be singled out by receiving special privileges. Fellow employees did not view certain "privileges", such as a parking spot near the plant entrance available to the disabled, as preferential.
 - . Acceptance: "Each and every new employee was given an enthusiastic reception."
 - . Job Performance: 91% of disabled employees rated average or better.
 - . Attendance: 79% rated average or better.
 - . Turnover: 93% rated average or better

An interesting fact: some of the best performers were the most disabled.

(3) Films

The following films are suitable to be used in an educational context.

The two that deal specifically with the disabled in the work place are:

A Worker Like Any Other 1976

film, 28 minutes (Ministry of Community and Social Services)
available from Modern Talking Pictures, 444-7347

The World of One in Seven 1974

film, 18 minutes (Quarry Films)
available from the National Film Board, 369-4093

The following portray the attitudes and myths surrounding the disabled.

I Am Not What You See 1975

film, 30 minutes (C.B.C.)
available from the National Film Board, 369-4093

Sondra Diamond tells her story. Born with cerebral palsy, she cannot walk, write or wash herself, but she is a practicing clinical psychologist and widely travelled lecturer.

Portrait of Christine

film, 25 minutes (Film Arts)
available from Christine Karcza, Ontario March of Dimes, 425-0501
Christine speaks openly about her own problems and feelings, relating them directly to the attitudes towards the disabled which are prevalent in our society. Portrait of Christine is both life-affirming and instructive.

Attitudes

slides, 30 minutes

available from Audrey King, Ontario Crippled Children's Centre 425-6220

Audrey King, M.A., consultant to the Psychology Department of the Ontario Crippled Children's Centre, shows slides and gives an interesting, informative and often humorous presentation on how we have acquired our attitudes towards the physically disabled and what some of those attitudes are.

The remaining two films deal in a powerful and moving way with the obstacles encountered by the physically disabled in daily living, for example, in finding housing, in travelling, in gaining access to buildings, etc.

Walk a Mile in My Shoes

film, 30 minutes (National Film Board)

available from the National Film Board, 369-4093

Three people each with a disability confront the problems of transportation with courage and determination.

Apartment 209

film, 28 minutes (Ministry of Community and Social Services)

available from Modern Talking Pictures, 444-7347

The day to day challenges of a couple with cerebral palsy who marry and set up housekeeping.

(5) Suggested Readings

The following is a selected list of materials in the collection of the Ontario Ministry of Labour Research Library located at 400 University Avenue, 10th Floor, Toronto, Ontario M7A 1T7, Telephone: 965-1641.

Books

Canada Department of Manpower & Immigration.

Technological Change and Employment Opportunities

For Disabled Persons, J. V. Klein, Ottawa, 1970

Great Britain, Department of Employment.

Sheltered Employment for Disabled People: a Consultative Document. London, 1974.

Greenleigh Associates.

A Study to Develop a Model for Employment Services for the Handicapped. New York, 1969.

International Labour Office.

Adaptation of Jobs for the Disabled. Geneva, 1973.

International Labour Office

Basic Principles of Vocational Rehabilitation of the Disabled. Geneva, 1973

International Labour Office

Vocational Assessment and Work Preparation Centres for the Disabled. Geneva 1973.

Jaffe, Abram J.

Disabled Workers in the Labour Market. Bedminster Press, 1964

National Civil Service League

The Disadvantaged and Government Jobs: a bibliography.

Washington, Manpower Press, 1973.

New York (City). Central Labour Council.

Demonstration of a Union-Based Selective Placement Program for Disabled Workers (Job Development Project).

Progress Report N.Y.C. Central Labour Council, 1969

New York (City). Commission on Human Rights

The Employment of Minorities, Women and the Handicapped in City Government; a Report of a 1971 Survey. New York, 1973

New York (State). Executive Dept. Division of Human Rights

Bibliography on the Handicapped, New York, 1974.

U.S. Civil Service Commission.

Equal Opportunity in Employment. Washington, G.P.O., 1973
(Personnel Bibliography Series, no. 49).

U.S. Congress. Senate. Committee on Veterans Affairs.

Employment of Handicapped Individuals Including Disabled Veterans in the Federal Government: report/prepared by the Civil Service. Washington, G.P.O., 1975

U.S. Dept. of Labour. Employment Standards Administration.

Workers Certification under Section 14 of the Fair Labour Standards Act; a report on certification of eligible learners, apprentices, students and handicapped workers. Washington, G.P.O. 1976.

U.S. Office of the President. The President's Committee on Employment of the Handicapped.

Employment Assistance for the Handicapped: a directory of federal and state programs to help the handicapped to employment. Washington, G.P.O., 1967.

U.S. President's Committee on Employment of the Handicapped.

One in Eleven Handicapped Adults in America: a survey based on 1970 U.S. census data. Washington, G.P.O., 1975

U.S. President. President's Committee on Employment of the Handicapped.

To Every Man His Chance; a program guide, 1968-69.
Washington, G.P.O., 1968.

President's Committee on Employment of the Handicapped
A Handbook on Legal Rights of Handicapped People.
Washington, D.C. 1975.

Periodicals

Attitudes: The Unseen Barrier. Butcher Workman, v. 60,
no. 4, 1974, pp. 9,28.

Baker, Larry D. Effects of Supervisors' Sex and Level
of Authoritarianism on Evaluation and Reinforcement of
Blind and Sighted Workers. Journal of Applied Psychology,
v. 60, no. 1, 1975, pp. 28-32.

Decker, Louis R. Affirmative Action for the Handicapped.
Personnel, v.53, no.3, 1976, pp.64-69.

DeLury, Bernard E. Equal Job Opportunity for the Handicapped
Means Positive Thinking and Positive Action. Labor Law Journal,
v.26, no. 11, 1975, pp. 679-685.

Dyer, Frederick C. Training the Handicapped: Now It's Their
Turn for Affirmative Action. Personnel Journal, v.55, no.4,
1976, pp. 181-183

Hiring the Handicapped. EEO, issue no.10, 1976, pp.1-6

Jackson, Basil. Ending the Myths about Blind Workers.
Labour Gazette, v.75, no. 7, 1975, pp. 453-454

Lyth, Margaret. Employers' Attitudes to the Employment of the Disabled. Occupational Psychology, v. 47, no. 1 & 2 1973, pp. 67-70.

Marshall, Patricia. Blind Workers: A Matter of Perspective. Manpower, v. 6, no. 7, 1974, pp. 14-20.

Nagi, Saad Z. Work, Employment and the Disabled. American Journal of Economics and Sociology, v.31, no.1, 1972, pp. 21-34.

Paquette, Suzan. Hiring the Handicapped; Fact and Fantasy. Labour Gazette, v. 76, no. 4, 1976, pp. 184-188.

Paquette, Suzan. Jobs for the Handicapped. Canadian Labour, v. 20, no. 4, 1975, pp. 19-25, 45.

Wilson, Willian J. The Disabled: An Underused Human Resource. Management Review, v. 63, no. 3, 1974, pp. 46-48

" The universality of man is such that all men are not created physically equal but are created equal in their needs to live a full and meaningful life and the right to pursue it"

Sondra Diamond
Philadelphia psychologist
and paraplegic

